Achieve the Mission

Decrease Inventory

Decrease Cycle Time

Improve Reliability

Decrease Operating Expenses

NAVAIR

Naval Aviation AIR*Speed* for Defense Standardization Conference

Dale L. Moore
Deputy, Corporate Deployment Champion
NAVAIR AIR*Speed*
8 March 2005

NAVAIR Lines of Business

Core Products in Support of Sea Power 21 Capabilities

SEA BASED AIRCRAFT & SYSTEMS / UNMANNED AERIAL VEHICLES (UAVs)

MARITIME WEAPONS

MISSION SYSTEMS & SENSORS
AIR ASW / ASUW

AIRCRAFT PLATFORM INTERFACE SHIP & EXPEDITIONARY

AIRCREW / MAINTENANCE TRAINING SYSTEMS

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AIR*Speed* Inspiration... Pay for the Naval Aviation of the Future

	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
PB96	44	57	79	103	133								
PB97	40	56	83	114	124								
PB98		51	71	125	144	150	164						
PB99			71	119	143	154	164						
PB00				105	140	163	183	187	201				
PB01					128	130	173	177	187				
PB02						88	92	115	119	143	155		
PB03							90	85	105	147	193		
PB04								100	100	133	191	254	302

Many Contributors Driving Major Reductions in A/C Procurements

NAVAIR'S Productivity

SUPPORTING SEA POWER 21

Vision

Provide COST-WISE READINESS and DOMINANT MARITIME COMBAT POWER to make a great Navy / Marine Corps team better

Goals

- Balance current and future readiness
- Reduce cost of doing business
- Improve agility
- Ensure alignment

Metrics

Inventory

Cycle Time

Reliability

Cost

Single Fleet-Driven Metric:

NAE resources made available to the Navy for recapitalization

The Cost of "Current State" NAE Operations

- The Cost of "Future State" NAE Operations*

= Resources made available to the Navy for recapitalization,

and A/C Ready for Tasking at Reduced Cost

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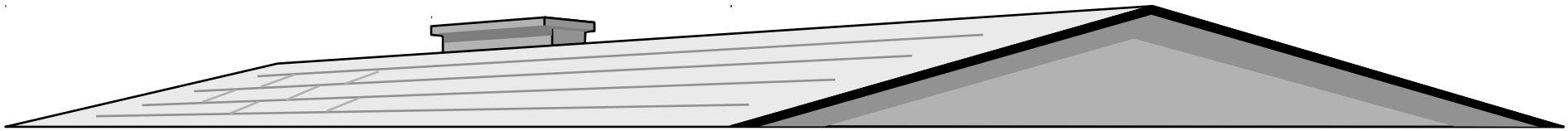
Naval Aviation Enterprise AIR*Speed*



Depot AIR*Speed*

(Lean, Six Sigma, TOC)

- ***Depot production processes***
- ***Led by COs/AIR-6.0***
- ***Rollout to 3 sites***

Enterprise AIR*Speed*

(Lean, Six Sigma, TOC)

- ***Fleet-Wide Repair Sites & Processes***
- ***Led by O-6 ESC***
- ***O-I-D + Supply Chain***
- ***Links to NAVRIIP***
- ***AIR-3.3 Coord Office***

NAVAIR AIR*Speed*

(Lean, Six Sigma, TOC)

- ***Corporate/Competency Processes and Other Productivity Initiatives***
- ***Led by AAG/EDB Guidance***
- ***Enabled by Core Team***
- ***Links with Enterprise & Depot AIRSpeed***

- **There are three AIR*SPEED* programs with One Goal and One Metric:**
  - **Depot AIR*SPEED* which began in 1999**
  - **Enterprise AIR*SPEED* which began in 2003**
  - **NAVAIR AIR*SPEED* which began in 2004**
- **All three drive productivity through process improvement using industry-proven tools, and help establish a self-sustaining culture of continuous improvement.**

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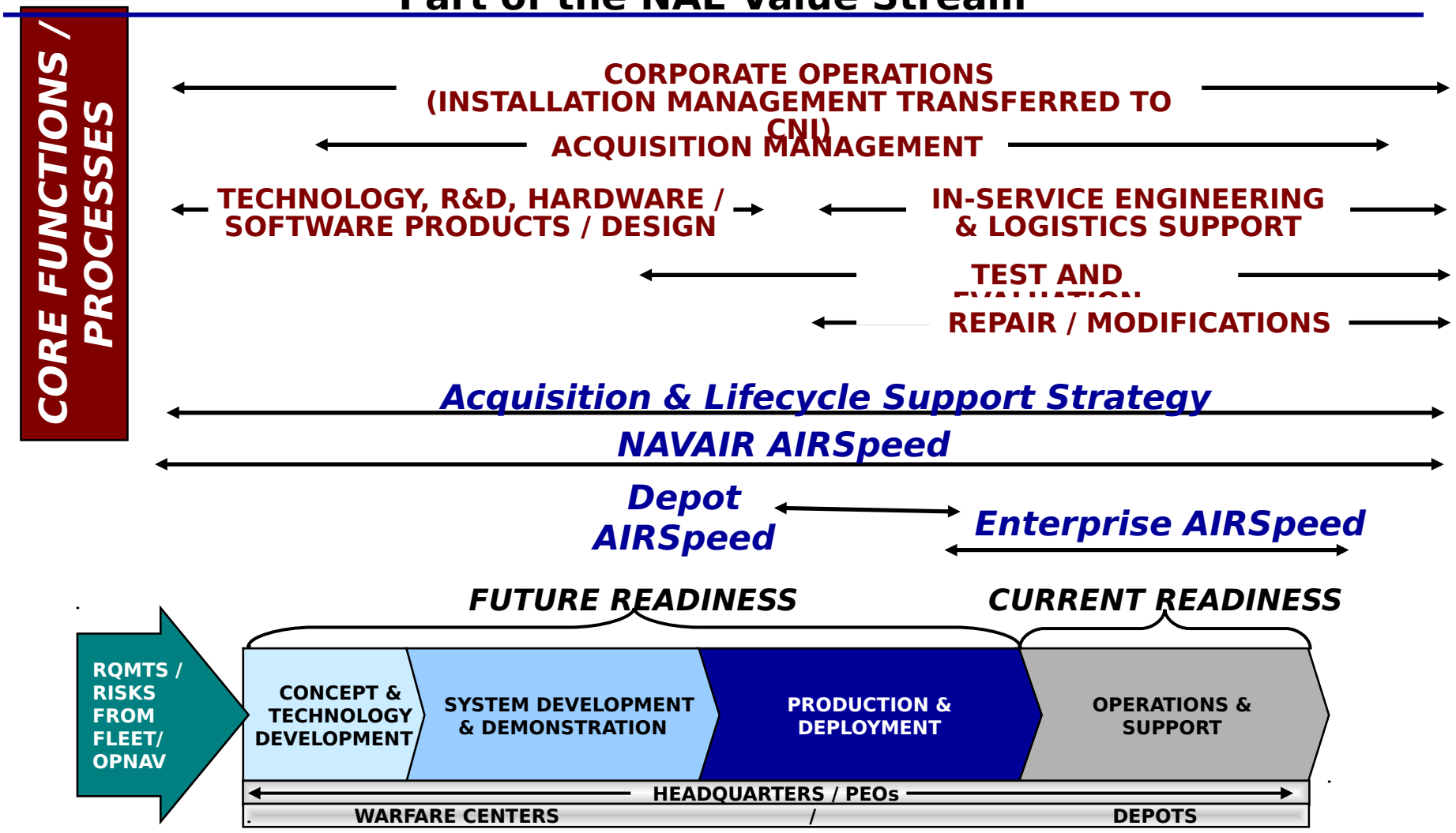
NAVAIR Core Processes

Part of the NAE Value Stream



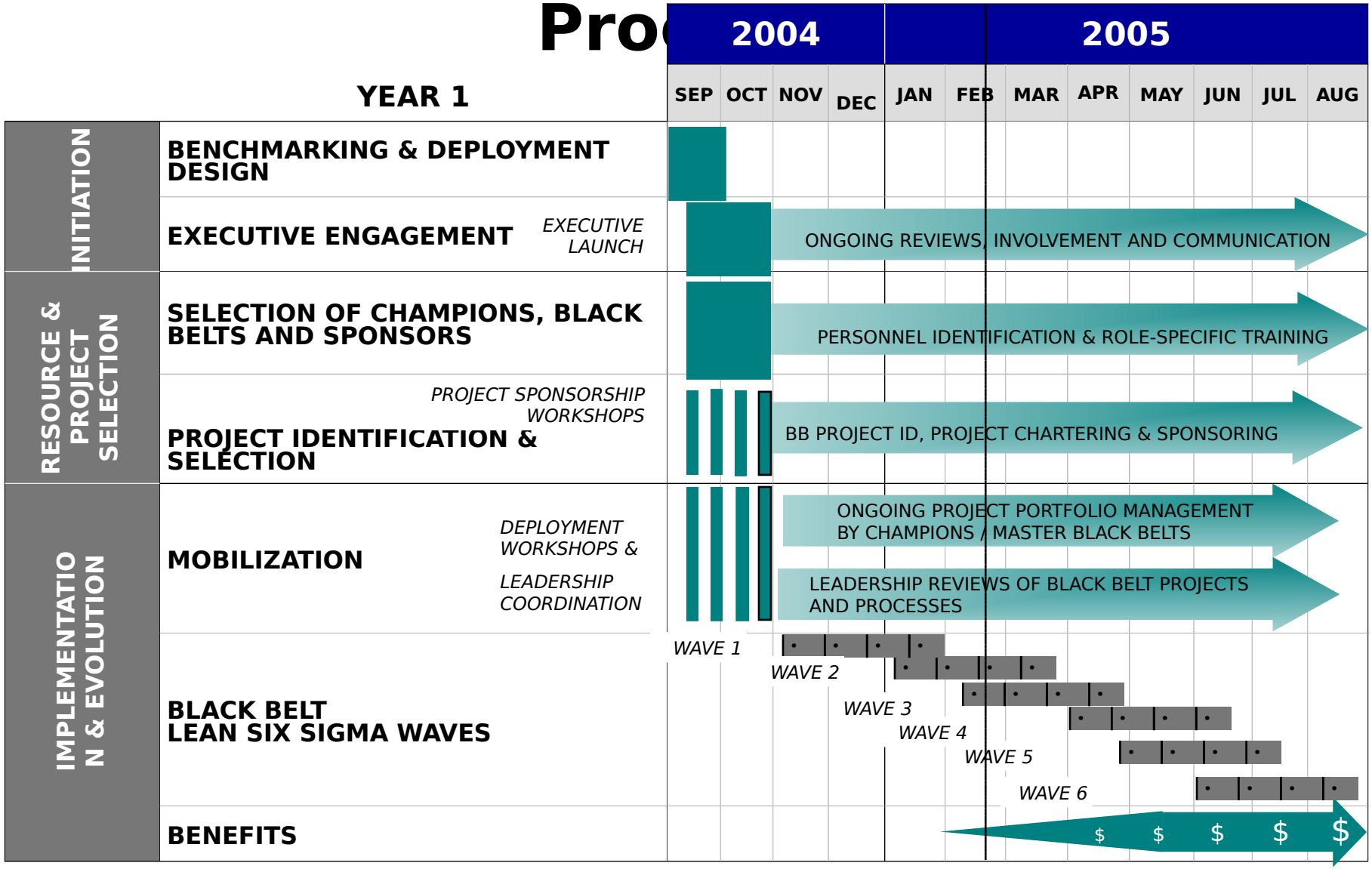
WHERE WE HAVE BEEN

- **Industry Benchmarking completed in FY04**
  - LEI/TWI, Boeing, Lockheed Martin, GE, Raytheon
  - All Promoted Top Down Approach:
  - Champion Training for Senior Leaders
  - Blackbelt/Expert Program tied to Corporate Office
  - Pick the best & brightest for Blackbelt/Expert Training
  - Train the rest as they prepare to conduct projects
- **NAVAIR EDB approved establishment of NAVAIR AIR*Speed* Core Team on 3 May 2004**
- **Wave's 1 - 6 Executive Champion Training Sessions Complete (Top 150+)**
  - LEI/TWI: Lean Value Stream Mapping & Transformation
  - GE: Six Sigma and Change Acceleration Process
- **NAVAIR EDB approved establishment of AIR*Speed* Advisory Board on 12 October 2004**
- **The George Group under contract to provide comprehensive NAVAIR Lean Six Sigma Deployment & Training support**
  - Executive & Project Sponsor Training Waves 1 -11 complete (350+)
  - Wave I BB Completed (X22), Waves II & III Started 1
  - Yellow Belt Team Member Training Waves 1-13 complete (~325)

WHAT WE HAVE LEARNED

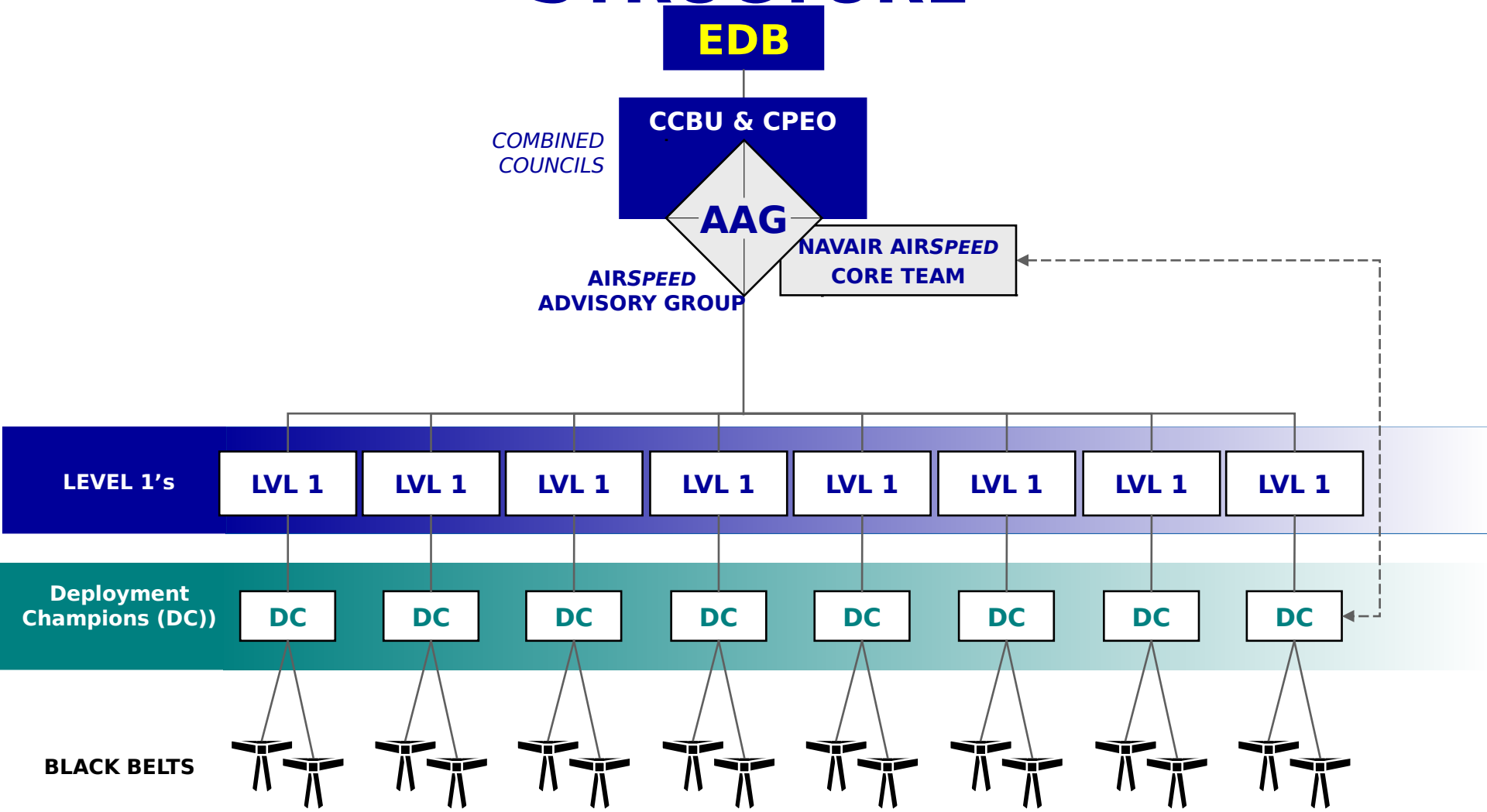
- **Naval Aviation Workforce is "Pressurized"**
  - Productivity tools essential to provide relief to meet Naval Aviation enterprise goals
- **Cultural Change is Required for Transformation**
  - Quality (or Goodness) X Acceptance = Effectiveness
- **Need to make "AIR*Speed*" a Corporate Leadership Value**
  - Learning Organization, Problem Solving Culture
- **How do we institutionalize AIR*Speed*?**
  - Systems & Structures Must Align to Support the Effort
    - **Award Systems**
    - **Communications**
    - **Training**
    - **IT**
- **Effective Roll-out Requires (Toffler):**
  - Clear Strategy
  - Engaged Leadership
  - Motivated Workforce
  - Effective Management Tools

NAVAIR AIR*Speed* Implementation Pro



REFERENCE: *LEAN SIX SIGMA*, BY MICHAEL L. GEORGE

NAVAIR AIR*SPEED* STRUCTURE



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NAVAIR AIR*Speed* Deployment Team

Corporate Deployment Champion
RDML Mark Skinner

- **Deputy CDC – Dale Moore**
- Phil Zalesak
- Walt Gillette
- Allen Heim
- Julie Woods

Deployment Champions

- AIR 1.0: Capt(s) Greg Silvernagel
- AIR 2.0: Debbie Raley
- AIR 3.0/6.0: Todd Mellon
- AIR 4.0: Dennis West
- AIR 5.0: Rick Quade
- AIR 7.0/11.0: Richard Cracraft
- AIR 10.0/7.8: Joel Carey/ Chris Cummings
- CIO: Thomas Peeples
- NAWC: Mark Lambert
- PEO(A): Glen Perryman
- PEO(T): Chris Freyser
- PEO(W): CDR Ed Wolski/ Randy Stone
- JS Br

Black Belts & Black Belt Candidates

Candidate Selection & Retention
Barb Ward/Allen Heim

Financial Control
Julie Woods

Training Coordination & Support
Allen Heim

Project Mgmt and LSS Deployment Tracking
Dick Logue

Communications & Change Mgmt
Phil Zalesak

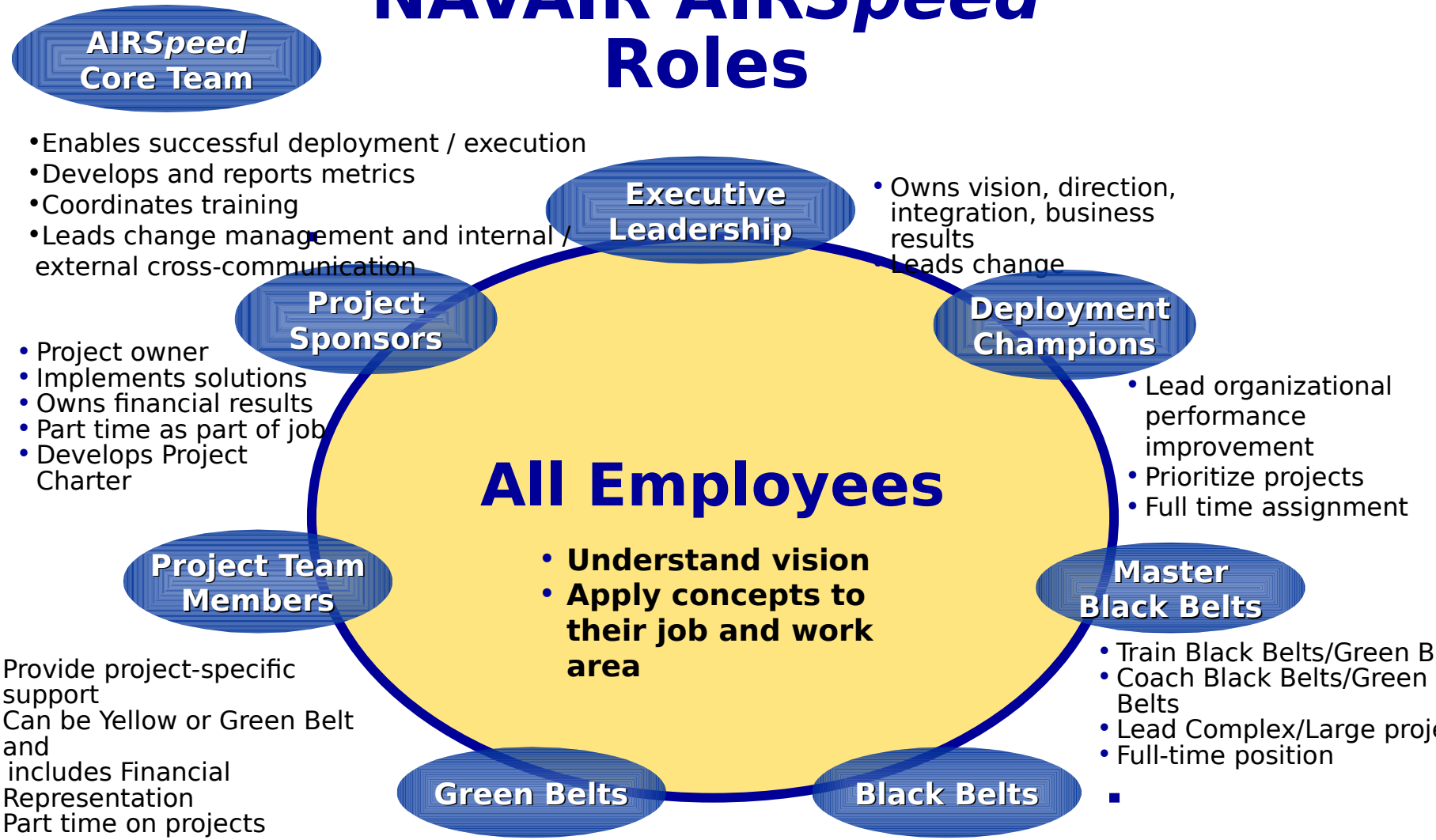
Project Realization
Walt Gillette

MBB Support
George Group Consultants

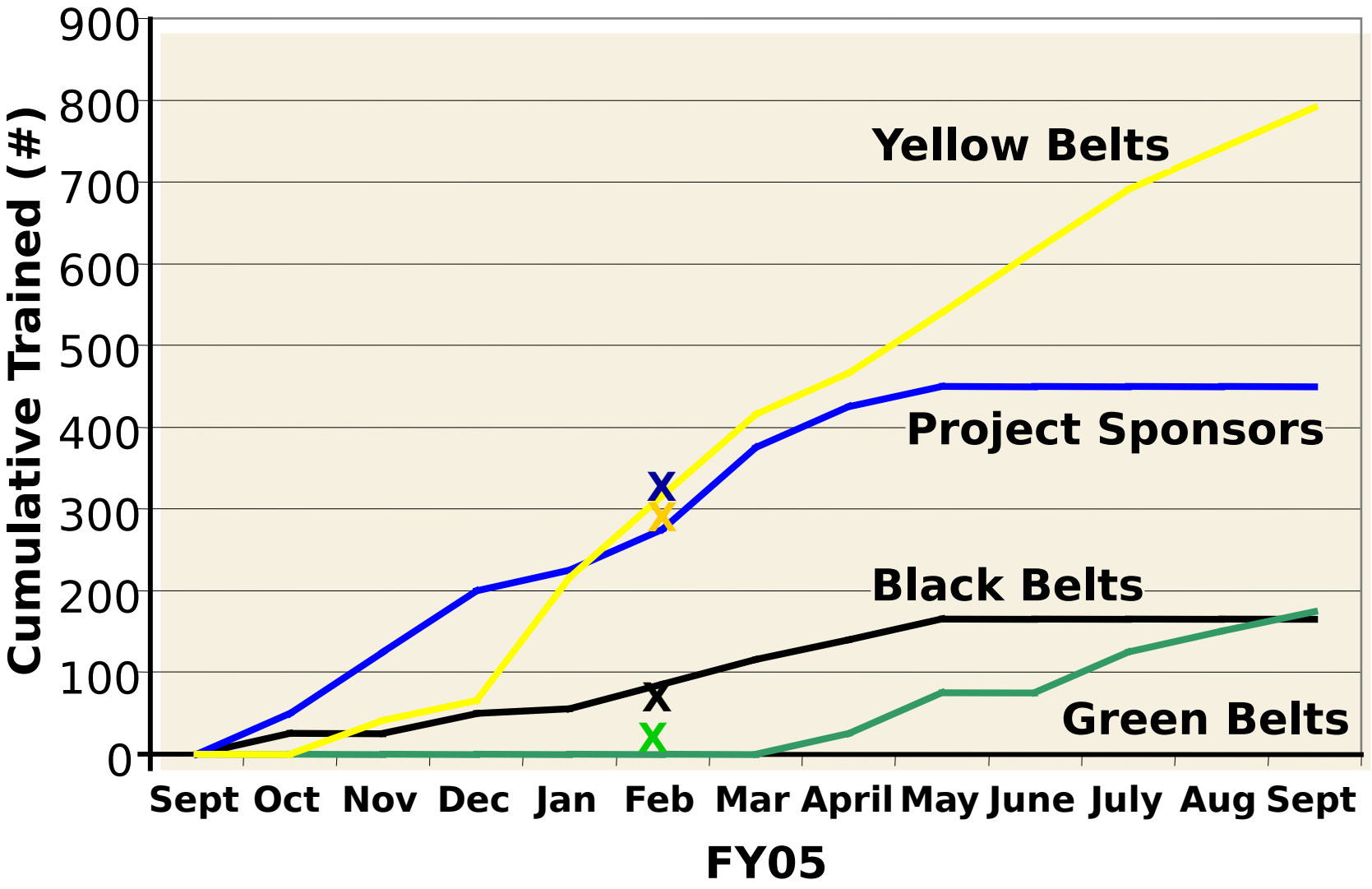
Deployment Team Activities:

- Develop recommendations for deployment approach
- Execute on-going deployment of Lean Six Sigma
- Develop and manage Lean Six Sigma results objectives, guidelines, and measures
- Establish and manage Lean Six Sigma management processes
- Ensure integration between LSS and other NAVAIR productivity efforts
- Manage internal and external NAVAIR Lean Six Sigma communications

NAVAIR AIR*Speed* Roles



NAVAIR AIR*Speed* Training Plan



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AIR*Speed* Project Development Process

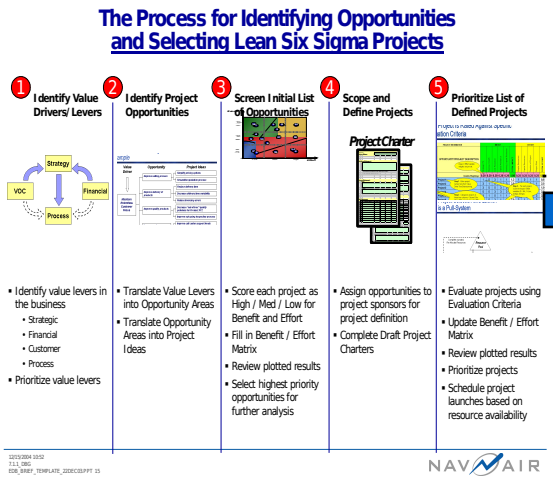
Success Recipe: Right Project, Right Leader, Right Support and Right Resources

REALIZATION

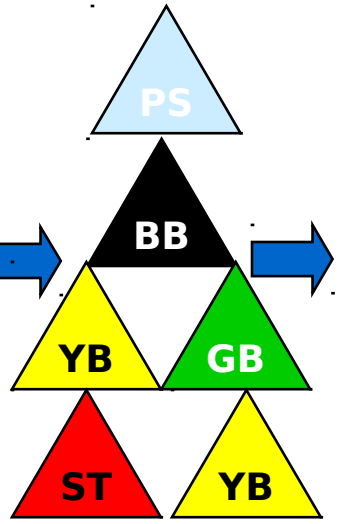
AIR*Speed* PROJECT INPUTS

- Value Stream Mapping
- Project ID & Selection Workshop
- Project Sponsor Training
- Grass Roots Ideas/ MyIdea Network

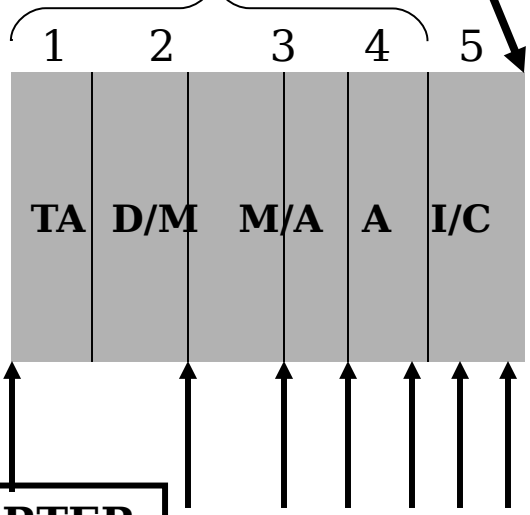
5 STEP PROJECT SELECTION PROCESS*



MATCHING PROJECT SELECTION W/BB (or GB) & FORMING TEAM



BLACK BELT DMAIC PROJECT TRAINING/EXECUTION



CHARTER APPROVAL

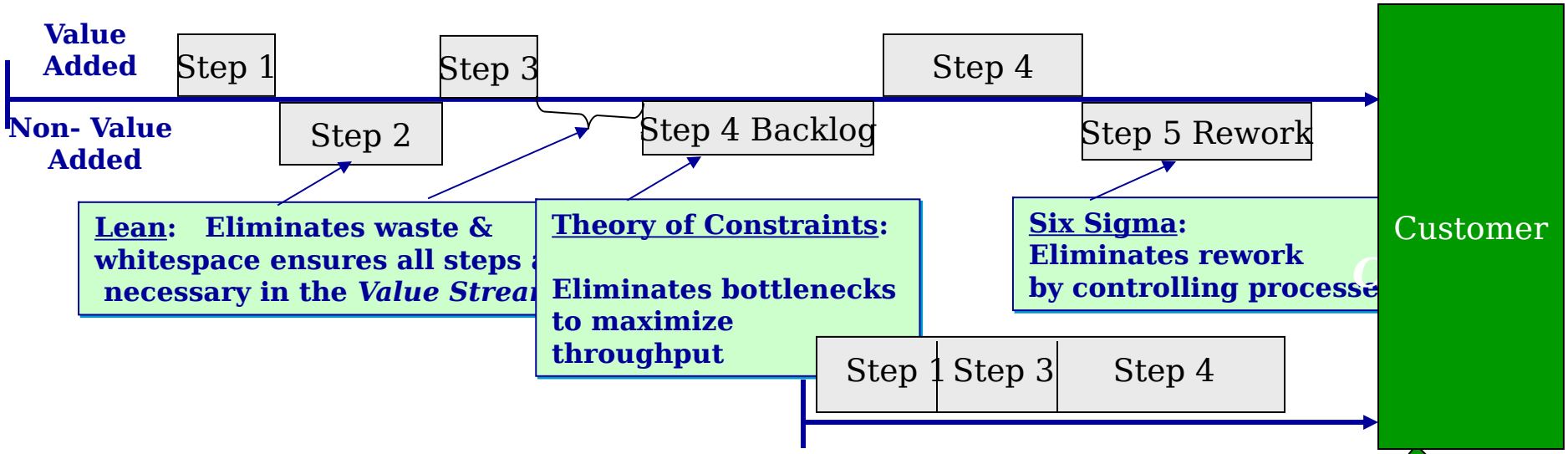
D M A I C V

TOLLGATES

REFERENCE: *LEAN SIX SIGMA*, BY MICHAEL L. GEORGE

Adopting NAVAIR AIR*Speed*
Within the Command

NAE AIR*Speed* implements proven methodologies/tools such as Lea and Theory of Constraints (TOC) to enable significant productivity



NAE AIR*Speed* provides enabling tools to Define, Measure, Analyze, Improve and Control processes to reduce the cost of doing business and maximize the value of delivered products and services.

Customer Value Examples
- **Funding Documents**
- **Engineering Change Proposals**
- **Statements of Work**
- **Publication Updates**
- **Cost Estimates**

Top Deployment Challenges

- **Significant Upfront Decision Requirements**
  - >100 Deployment Decisions w/broad socialization required
- **Deployment Management Tracking System**
- **Financial Resources**
  - Availability & Accountability Requirements
- **Human Resources Mgmt**
- **Cultural Transformation & Change Management**
- **Process Standardization & Variation Control**
- **Process Data Availability**
- **Quantification & Institutionalization of Results**

NAVAIR AIR*Speed*

- AIR*Speed* is all about increasing *Productivity* to reduce our cost of doing business
- AIR*Speed* deploys *New Workforce Skill Sets* in a dedicated and focused manner
- AIR*Speed* has been designed and deployed to embed proven *"World Class"* concepts into the fabric of the organization to help catalyze pervasive *Cultural Transformation*
- AIR*Speed* enables the extended enterprise to reduce the cost of doing business using a *"System-of-Systems"* approach.
- AIR*Speed* has complete Naval Aviation Enterprise and ASN(RD&A) leadership support, direct participation and active involvement.